



**COLORADO SPRINGS AIRPORT**  
Colorado's small airport

↑ Ticketing



Gates 1 - 12



↑ Baggage Claim

## 2020 Annual Report /

**A tough but good  
year for Colorado's  
small airport**

ROBERT M. ISAAC



AIRPORT TERMINAL





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# 01

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## Letter from the Director



2020 is over! I think most would agree that it was tumultuous, chaotic, and often a little scary. Despite ongoing challenges, however, 2020 was actually a good year for COS in many ways. With a number of important projects underway and a bright future ahead, I'm happy to say the year ended on a note of growth and improvement.

When 2020 started, it looked like we were headed for a banner year, with traveler numbers up 10% for January and February and a number of key projects getting underway. It didn't last, however. In mid-March, as the coronavirus pandemic spread across the nation, people stopped traveling. Through April and May, COS saw less than ten percent of the passenger numbers we did 2019. While numbers improved through the year, 2020 concludes with the lowest passenger numbers in decades, mirroring a story told at airports across the nation. As we closed the year, it's clear that effects of the pandemic continue to linger into 2021.

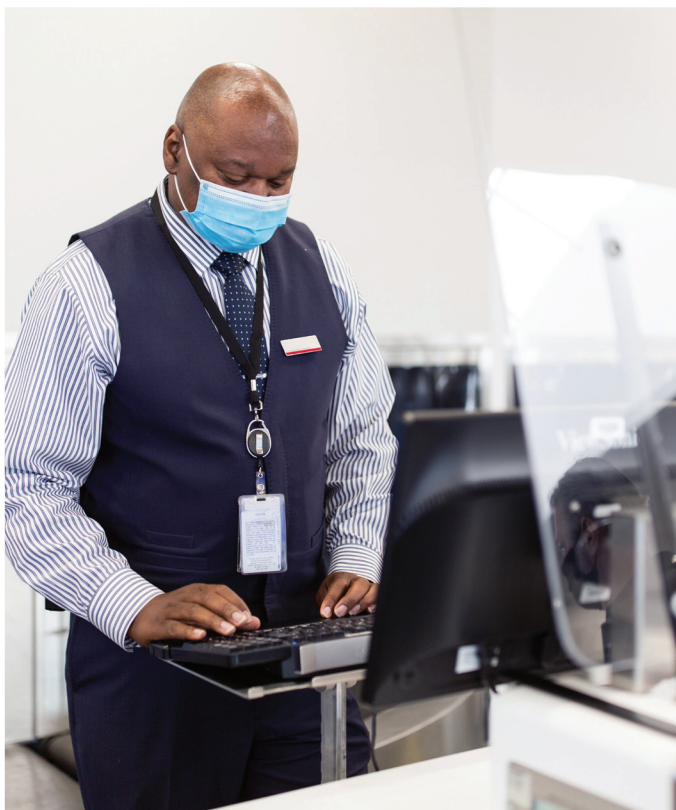
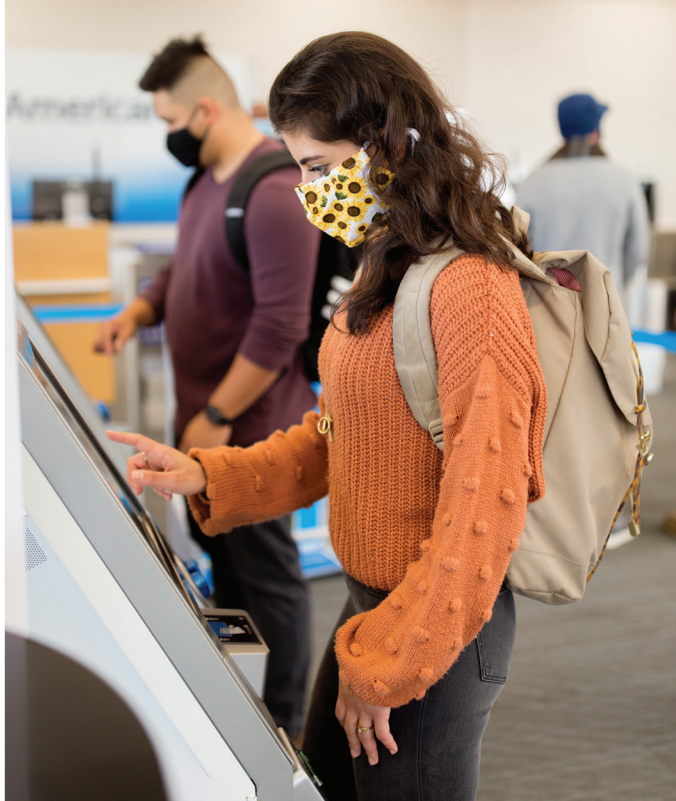
We were fortunate in many ways. COS started 2020 with more than 500 days cash on hand and no general obligation debt. As the impacts of COVID-19 became clear, COS took swift measures, cutting costs everywhere possible and making difficult decisions to delay a number of capital projects. With no clear picture how long this might last, we took a conservative approach to ensure the financial wellbeing of the Airport. We also took immediate steps regarding cleaning protocols through the airport, focusing particularly on public areas. I tip my hat to the hard-working cleaning crew at COS for the great job they've done and continue to do.

Beyond the commercial side, business at COS continues to boom. On the west side of the airport, new hangars continued to go up in 2020 and the National Museum of WWII Aviation constructed a large addition to their holdings. In Peak Innovation Park, the 3.7 Million square foot Amazon Fulfillment Center is under construction so that it can be open for business by the summer of 2021. Aerospace Corporation started construction on their new facility and more development is on the way.

There were awards in 2020. In November, COS was honored as the statewide recipient of the EDIE Award for Economic Partnerships by the Economic Development Council of Colorado. In December, we were chosen as the national winner for our Colorado's Small Airport branding campaign by the Airports Council International. We also received the award for the 2020 construction project of the year by the CO/WY Concrete Paving Association.

So as we start a new year, with hopes that the ongoing health concerns sparked by the pandemic will soon be behind us, and with Southwest Airlines starting service in March of 2021, we look forward to a new year of promise and progress. You can be proud of your COS team for the work they did in 2020 and, with so many wonderful partner organizations alongside us, it was definitely a better year than it could have been. 2021 is going to be even better!

A handwritten signature in black ink, appearing to be 'B. A.', with a long horizontal line extending to the right.



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## Introducing Colorado's small airport

Looking back, there is a dividing line on our 2020 calendar. It is not marked with BC and AC: before coronavirus and after coronavirus. Rather, the line is between our old brand and our new brand. In the spring of 2020, we launched a brand story built on the advantages of our size. We embraced qualities that other organizations might downplay and proclaimed ourselves as “Colorado’s small airport.”

We brought the benefits of small to life for our passengers by highlighting that flying here is more convenient, comfortable, and friendly. Driving here from town is easy. Parking is a breeze and affordable. Customers love that we have small lines, small waits and small walks. The “against commute” nature of our new brand has helped us to grab people’s attention—and to add that here small also means big flights to nonstop and one-stop destinations.

We created a brand book and values card to illustrate the power and effectiveness of our new identity. A year ago, our employees had different ways to talk about our distinctiveness. Now, they can all speak from a common core and set of values describing what it means to be a small airport—and they can connect that core brand story to what it means for passengers. The new COS brand is effective because it is true—and because the appeal of flying to and from a small airport is clear. According to Southwest Airlines, the warmth and personality exuded by calling ourselves Colorado’s small airport helped confirm their attraction to Colorado Springs.

### We're Colorado's small airport:

When it comes to airports, small is beautiful. It means small lines and small waits. More importantly, it means an atmosphere that's comfortable, friendly, safe and inviting. Here, small also means big options on flights and routes to major hubs. Our purpose is to bring to life the big advantages and differences of a small airport. Our goal is to hear more people say “I love small airports.” Our values guide us in helping to make this a reality.



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### The Values of Colorado's Small Airport:

- 1. Small is friendly**  
People are used to putting their heads down and enduring the impersonal in-between of airport travel. We're bringing back the art of attentive, cheerful service.
- 2. Small is neighborly**  
Local loyalty requires having an affinity for a place. COS belongs to the city and to the people who live here and love it. We make them feel that this is their airport.
- 3. Small is comfortable**  
People feel safe and relaxed flying with us. This is significant because the time they spend at the airport is no small part of their journey.
- 4. Small is helpful**  
This naturally speaks to our customer service, but it also points us in the right direction in our decisions. All that we do starts with the question: is this helpful to our friends and neighbors?
- 5. Small is big**  
Small lines and waits with big options on where to fly. We make a big difference in people's lives by connecting them to the world in a more personal way.



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## Confronting COVID-19



2020 proved to be a year of highs and lows for everyone. The aviation industry, like many other industries, saw annual traffic projections drop because of the virus. While air service experienced a downturn due to COVID-19, the big efforts expended by the COS staff to ensure the safety of the traveling public was a bright spot in a dark year.

COS attendants performed a complete sanitization of the terminal building, and continuously cleaned high touchpoint areas in the airport.



**20 hand sanitizing  
stations installed**



**3 High touchpoints  
cleaned three times a day**



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## Air service year-in-review



In spite of the shock of the pandemic, we quickly regained our footing. We initiated extensive sanitation measures. We reassured passengers and invited them back to fly. Passengers did return, slowly but surely. Here's an overview of numbers and destinations in 2020.



Enplanements

363,845



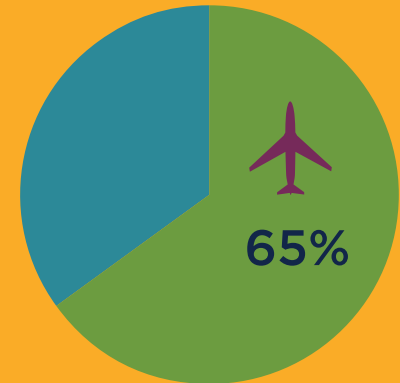
Total passengers

727,742



Total seats

556,425



Load factor average

65%

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## Route map



Due to COVID-19 some routes were temporarily suspended.



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## A 30,000-foot view of financials

While 2020 was a tough year for COS and for everyone, we continued to punch above our weight in terms of positive impacts to the local and regional economy. Our airport is critical, 21st-century infrastructure that connects us to the world, attracts business, and generates needed jobs and revenue.

### OPERATING REVENUES AND EXPENSE

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**Revenues** ..... \$12.9M (unaudited)

**Expenses** ..... \$15.4M (unaudited)

### CARES ACT GRANT

**\$24.3M**

for Operating and Capital

### GRANTS 2020

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**FAA Grants Projects**      **\$30.2M**

**USDA Grant**      **\$2.7M**

**Intern Grant**      **\$25K**

**K-9 & LEO**      **\$261K**

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## News and notable milestones

Even with the many obstacles that were thrown in our path last year, we achieved a number of important goals. We look forward to finding more ways to serve our passengers and Colorado Springs in the year ahead—and to continue giving people reasons to fly and fall in love with Colorado's small airport.



**1.** Successful recruitment of Southwest Airlines

**Preparing for Southwest Airlines' March 11 arrival of 13 daily flights to 5 nonstop destinations.**



**2.** Five years running Error-Free FAA certification inspection

**3.** Error-Free TSA annual audit

**4.** Completion of all the terminal public side upgrades and modernization



**5.** National Museum of WWII Aviation hangar construction

**6.** COS Owners new hangar construction

**7.** USDA Forest Service/Deicing ramp construction

**8.** COS attendant, Ae Cha Devereaux, was selected as a recipient for the City of Colorado Springs' Mayor's Award as COS Employee of the Year



**9.** Operations stats:

- 29 Snow Events
- 26 Aircraft Alerts

**10.** Alert 1: 9

**11.** Alert 2: 12



**12.** Alert 3: 5

- 55 Medical Responses
- 41 Diversion events handling 105 aircraft
- 735 Airfield Safety-Self Inspections

**13.** 1,675 airport-issued badges

**14.** Implemented robust virtual machine environment to support airport IT systems

**15.** Fuel system upgrade for fleet vehicles



**16. Awards:**

- 2020 statewide Economic Development EDIE award by the Economic Development Council of Colorado.
- 2020 Project of the Year by CO/WY Concrete Paving Association
- 2020 Brand Identity MarCom (Marketing & Communications) national award recipient from the Airports Council International-North America (ACI-NA)
- Director of Aviation, Greg Phillips, named 2020 Airport Executive of the Year by Northwest Chapter of American Association of Airport Executives

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## Peak Innovation Park



When anyone makes that short drive to the Colorado Springs Airport, they notice a lot of earth being moved and new structures going up. In keeping with their overall friendliness and devotion to all things local, Colorado Springs Airport is clearly investing in the community. Peak Innovation Park is spurring new job growth and developing the southeast corridor of Colorado Springs.



**Metro District establishment**



**Amazon 3.7M square foot fulfillment center began construction**



**Aerospace expansion (90,000 sq. Ft. multistory office building)**



**Roadway and infrastructure construction**



**Two lease agreements were executed with Flywheel Capital**

- 10 acre development that will house a 120,000 square foot multistory office building
- 22 acre development that will bring 4 single story office buildings for a combined total of 210,000 square feet

**All of this could not have been possible without our partner Urban Frontier, the Airports master developer of Peak Innovation Park**



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## West Side story

The west side of our Airport houses general aviation fixed-base operators (FBOs), flight schools, and hangars for charter and corporate airlines. Together with commercial air service, Peterson's military presence, and the Peak Innovation Business Park, the west side provides a critical foundation for our economic contributions to Colorado Springs. Here are some of the highlights from our west side.

**Sierra Nevada Corporation (SNC)  
began and completed construction  
on a 30,000 square foot hangar.**

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**COS owners began and completed  
construction on a 20,000 square  
foot hangar in 2020.**

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**Cutter Aviation with SNC constructed an  
approximately 13,500 square foot asphalt  
pad and lean-to structure for additional  
vehicle and equipment storage.**

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## Saluting our friends at Peterson Air Force Base

Even with the disruptive impacts of COVID-19 in 2020, 6,136 aircraft were transited in and out at Peterson Air Force Base. The Peterson-Schriever Garrison's mission is to enable the U.S. Space Force to partner with eight of the nine functional space deltas for mission execution. Through USSF and United States Air Force Base Operating Support, they also work with 80 mission partners worldwide. Although the primary mission is Space, Peterson Air Force Base continues to provide Airport Rescue Firefighting Emergency Services response to the Colorado Springs Airport.

**6,136**  
aircraft transit



**45,410**  
jobs created  
in 2020





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## An economic force multiplier

COS is one of 14 commercial service airports contributing to the state's aviation economic impacts.



<b>25,093</b>	<b>Jobs</b>
<b>\$3.43</b>	<b>Billion in Business Revenue</b>
<b>\$1.52</b>	<b>Billion in Payroll</b>
<b>\$2.36</b>	<b>Billion of Value Added</b>

*Information from the 2020 Colorado Aviation Economic Impact Study (CEIS).*

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## Connected to the community



### We are grateful for our many community partnerships

- Air Force Academy Association
- Cheyenne Mountain Zoo
- Colorado College Hockey
- Colorado Springs Switchbacks FC
- Downtown Partnership
- Monarch Mountain
- Air Force Academy, Association of Graduates
- Olympic City USA
- Pikes Peak or Bust Rodeo
- Pikes Peak Recreational Outdoor Alliance
- Rocky Mountain Vibes
- The Broadmoor Hotel
- The Festival of Lights Parade
- The SportsCorp
- Visit COS
- Castle Rock Chamber
- Colorado Springs Chamber and
- Economic Development Corporation
- Hispanic Chamber
- Pueblo Chamber
- Southern Colorado Woman's Chamber
- Tri-Lakes Chamber

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**The following  
people make our  
work possible**

In addition to offering a special thanks to Mayor John Suthers and his Chief of Staff, Jeff Greene, we'd like to thank the following members of our Airport Advisory Commission and The Regional Air Service Task Force.

## COMMISSION AND TASK FORCE MEMBERS

### **The 2020 Airport Advisory Commission:**

- John Maier | Chairman
- Bill Nichols | Vice Chairman
- David Couch | Commissioner
- Hal Ellis | Commissioner
- Chic Myers | Commissioner
- Michelle Ruehl | Commissioner
- Aaron Wood | Commissioner
- Danny Mientka | Alternate Commissioner
- Mark Volcheff | Alternate Commissioner
- Bill Murray | City Council Representative
- Andy Pico | City Council Representative
- Stan VanderWerf | El Paso County Commissioner
- Mark Waller | El Paso County Commissioner
- Dave Elliott | Meadow Lake Airport Liaison

### **The 2020 Regional Air Service Task Force:**

- Willam J. Hybl | Chairman | Executive Chairman El Pomar Foundation
- Pam Shockley-Zalabak | Vice-Chair | Chancellor Emerita at the University of Colorado Colorado Springs
- Rod Slyhoff | Vice-Chair | President & CEO of the Greater Pueblo Chamber of Commerce  
*Sadly, Rod passed away on March 1, 2021. We thank him for his wonderful service to the task force.*
- Steve Bartolin | Member | Chairman of The Broadmoor Hotel
- Mike Cafasso | Member | Vice-President of Operations at St. Mary Corwin Medical Center
- Dick Celeste | Member | Former President of Colorado College, Governor of Ohio, and US Ambassador to India
- Jack Damioli | Member | President & CEO of The Broadmoor Hotel
- Kyle Hybl | Member | President and CEO El Pomar Foundation
- Peter Maiurro | Member | Chief Communications and Business Affairs Officer, United States Olympic and Paralympic Museum
- Gene Renuart | Member | General (Retired Air Force)
- John Suthers | Ex-Officio | Mayor, City of Colorado Springs
- Greg Phillips | Ex-Officio | Director of Aviation, Colorado Springs Airport



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